



Highways Maintenance Efficiency Programme



Highways Maintenance Efficiency Programme (HMEP) Strategic Review

Methodology and guidance

October 2017

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1. The Highways Maintenance Efficiency Programme (HMEP)

The HMEP initiative is being provided by the highways maintenance sector, for that sector, supported with both funding and involvement from the Department for Transport. The local highways maintenance sector comprises 153 local highway authorities, the contractors that carry out much of the maintenance work plus representative organisations and professional bodies. See: <http://www.dft.gov.uk/hmep/offer/index.php>

The HMEP vision is that over time, those involved in highways maintenance delivery (local authorities and industry), will have adopted an ambitious and longer-term approach which will:

- Continuously seek new and improved ways of delivering services to highway users and managing highways assets;
- Make use of collaborative partnerships to improve processes and outcomes;
- Deliver a sustainable balance between meeting the needs of highways users, improving quality and minimising costs.

The vision is underpinned by three key principles:

- Support by the sector for the sector – driven by what HMEP stakeholders need and want;
- Practical and adaptable solutions – ones that are relevant, repeatable, scalable and sustainable;
- Results driven – benefits-led to ensure focus on areas that have the greatest impact, tangible efficiency gains and a lasting legacy

HMEP will provide practical guidance on efficiencies that will be of interest to all local authorities, supplier organisations and representative bodies. It will identify opportunities for efficiency savings and changes to the way the sector works – which will be of particular interest to Chief Executives, Council Leaders and highway leads. The aim is to build on existing good practice and collaboration between public and private partners, but develop new products where a need is identified.

2. The HMEP Strategic Review: introduction

The Strategic Review is part of the HMEP offer to support sector-led improvement. It is a peer-led review of a council's performance to help identify radical transformational opportunities and potential for improvements in operating efficiency.

The HMEP Strategic Review is based on the tried, tested and trusted local government peer review model. This emerged as a response to a desire within local government for councils to informally test their effectiveness and learn from others. It was traditionally applied on a corporate basis but many service-based models have emerged over a number of years. Over 2,000 peer reviews have been delivered in since 2000 and more than 70% of councils have had a peer review in the past five years.

It is a voluntary and flexible process commissioned by a council (as highway authority) to aid their improvement and learning. It involves a team of peers from local government (and sometimes those connected with it) who spend time onsite at the council to reflect back and challenge its practice in order to help the authority to reflect on, and improve, the way it works. The process involves a wide range of people working in, and with, the authority and the findings are delivered immediately.

3. Benefits of the HMEP Strategic Review

The benefits of the HMEP Strategic Review are:

- Encouraging engagement, collaboration and commitment to action. It does this by:
 1. Involving a wide range of internal and external stakeholders across both client and provider to discuss broader strategic issues,
 2. Exploring possibilities for working differently,
 3. Sharing good practice to improve efficiencies and
 4. Identifying where other elements of the HMEP offer could provide additional support to planning and implementing sustainable change.
- Providing a critical friend challenge to the council's delivery of its Highways function. The Review achieves this by:
 2. Enabling an evidence-based assessment of the service receiving the review in both the delivery of the service and contribution to the wider place-making of the area it serves,
 3. Highlighting current strengths and good practice and
 4. Identifying potential areas for further consideration.
- Informing decision-making and priority setting. The Strategic Review supports this by:
 1. Providing a framework and process for thinking through complex issues and evidence (both qualitative and quantitative)
 2. Informing local inform discussions which allow authorities to reflect on their strategy (both current and for the future)
 3. Reflecting views back to the receiving authority about how well placed it is to respond to the changing environment in which Highways functions are delivered
 4. Helping councils think through and address the 'big questions' every Highways Authority must deal with and
 5. Enabling the authority to take immediate ownership of the feedback given by the peer team in order that it can move swiftly from receiving the messages to implementing tangible action in response to these.

5. HMEP Strategic Review: overview, outputs and outcomes

Overview of Strategic Review process:

As a peer review process, the HMEP Strategic Review brings together a team of local government officers, an elected member and other relevant expertise connected to the sector. The team will spend 3 days onsite at a council. During this

time they use a themed framework of questions, prompts and activities. These are designed to enable strategic conversations between the team and a range of participants and stakeholders connected with the authority commissioning the Review. The HMEP Peer Reviews are founded upon the principle that peers are at the heart of a process managed and delivered by the sector for the sector.

Outputs of the Strategic Review:

There are two stages of activity in the Review process

- **Stage 1:** The initial output from the Strategic Review is a summary of the key findings and conclusions from which is produced by the team whilst onsite. These messages are delivered before the team leaves site via a **Feedback Presentation** to the receiving. This process allows for initial discussions about the key messages emerging to take place. These messages will cover all four headline themes of the Strategic Review (see section 5) which are presented as 'areas of strength' and 'areas for consideration'.
- **Stage 2:** The next phase is an **Action Planning Day** which takes place within weeks of the feedback presentation from Stage 1 being delivered. This allows the authority time to reflect on the findings from the Review. It also allows the council to identify the key components from such a session which would add the greatest value to the council in taking forward its on-going improvement journey. The Action Planning Day is owned by the council whilst utilising the input of all members of the Strategic Review team which delivered the first phase of activity. This is important as it allows the council to
 1. Own the feedback from the earliest possible stage in the process and
 2. Develop an action plan which utilises messages about the areas for consideration in further bolstering the areas of strength to support ongoing and continuous improvement. Typically the actions identified in this plan focus on what is required to deliver the best outcomes for the service, the council at large and the communities served by that authority.
- The total cost of the two stages is **£13,450.00**. This includes all expenses and costs associated with running the Review

Outcomes from the Strategic Review:

Whilst not exhaustive, the Strategic Review will support councils in gaining:

- A better understanding of the strategic direction of its Highways function and how it can contribute effectively to the achievement of wider corporate objectives and vision of place,
- A better understanding of the organisation's approach to balancing cost, quality and customer satisfaction in future service design. This is underpinned by the principle that form should follow well rationalised function.

- A clearer focus on providing a Highways function service which is firmly linked to delivery of outcomes.

5. HMEP Strategic Review: key principles and features

There are some key principles which guide the delivery of HMEP Strategic Reviews:

- *They are sector-led.* Local Government peers are at the heart of the process. These Strategic Reviews are delivered by the sector for the sector.
- *They provide critical friend challenge.* The Strategic Review is a process of challenge and support provided by fellow practitioners. It is not a sector-owned form of inspection, audit or detailed assessment.
- *They are voluntary.* The Strategic Review is a voluntary process whose primary aim is to be a forward-looking improvement tool. It is commissioned by the authority at the time of its choosing and its scope reflects the particular needs of the organisation. This is founded upon the process recognising that there are drivers and considerations particular to that council which need to be taken into account (and understood) in delivering these Reviews.
- *The feedback is to an authority not about it.* The results of the Strategic Review are fed back to the authority with the express intention that the council owns and can progress the messages.
- *There is a clear strategic focus for these Reviews.* The Review is intended to be strategic in focus and nature. Whilst it will take into consideration the various relevant aspects of operational service delivery, it is not intended to deliver a detailed service review.
- *Reviews are flexible and proportionate:* The focus of the Strategic Review is agreed with each individual council to reflect their local needs and requirements. A common framework (comprising of four core components used by the HMEP Highways Infrastructure Asset Management guidance) is deployed in delivering the Review. However, each Review strives to focus on the key areas that the council identifies as being most helpful in relation to its future improvement. This is agreed with the authority in advance of any onsite work commencing providing a clear steer to the visiting team.

6. HMEP Strategic Review Framework: headline questions

The Strategic Review focuses on a set of headline themes which provide the questions and more detailed prompts deployed in the various meetings which take place as part of the Review. These help to frame the preliminary review of materials, the one-to-one meetings and the focus groups/workshops which are undertaken as part of the Strategic Review. These questions and prompts are discussed and tailored in the context of each council – there is no suggestion that ‘one size [or approach] fits all’.

A list of broad, headline questions and prompts are outlined in more detail at **Appendix 1**. The four main areas of focus are detailed briefly below and reflect the HMEP Highway Infrastructure Asset Management (HIAM) guidance document core elements.

Context and priority setting: This looks at assessing how the council's delivery takes into account:

- National Transport Policy,
- Local Transport Policy,
- Corporate Vision,
- Stakeholder expectations,
- Legal constraints and
- Financial constraints.

Planning and performance: This covers the council's

1. Strategy
2. Performance
3. Data
4. Lifecycle planning and Works programmes

Enablers: Under this section of the review the following areas are focussed upon:

1. Leadership and organisation
2. Risk management
3. Asset Management systems
4. Performance monitoring
5. Getting started

Delivery: This section allows for the peer team to provide challenge to the council's

1. Programme and service delivery
2. Procurement

The HMEP Highway Infrastructure Asset Management (HIAM) document can be viewed and/or downloaded from:

<http://www.ukroadsliasongroup.org/en/utilities/document-summary.cfm?docid=5C49F48E-1CE0-477F-933ACBFA169AF8CB>

1. Scoping the Strategic Review

The above headings are used for all Strategic Reviews. The authority will receive feedback against all four areas which will form the 'core components' of the Review. Within this however, the authority is encouraged to identify specific areas in which it would particularly like the Strategic Review to feed back on. This could take the form of a 'deeper dive' into one or two of the components or challenge and feedback on a particular issue, programme or initiative. These will need to be discussed and agreed at a **Scoping Meeting** with the LGA Strategic Review Manager.

The Scoping meeting will also provide an opportunity for Review Manager to understand the local context for the Strategic Review. It also provides an opportunity

to (i) discuss and agree the peer team requirements (ii) consider the practical preparations required and (iii) commence the identification of the background information needed to help the team add the maximum value to the commissioning council. Ideally the scoping meeting should take place 3-4 months prior to the Strategic Review. This suggested timeframe has a two-fold purpose.

1. This suggested lead-in time is to allow the authority sufficient time to prepare its Position Statement, assemble and submit relevant background information and construct a timetable of activity for the three days which supports the scope. There is the recognition that this requires significant coordination and preparation on the part of the receiving authority.
2. It is also designed to give as much time as possible for the assembly of a peer team well placed to address the scope and to allow Reviewers enough time to prepare in order that they can deliver effectively on behalf of the receiving authority. .

8. The Strategic Review process: Preparation

The HMEP Strategic Review requires the receiving organisation to identify a **Review Sponsor** from within the council. This person's role is to champion the Review within the authority and maintain accountability for outcomes. In common with other LGA Peer Reviews this person would typically be an Executive/Strategic Director level officer. They will take the lead role on behalf of the council in agreeing the scope of the review with the LGA and identifying the outcomes from a successful Review that the council is seeking.

In addition the council is required to identify a **Review Co-ordinator**. This person will have overall responsibility for liaising directly with the LGA Strategic Review Manager in preparing for the review. Key functions include (i) liaison over the timetable, (ii) coordinating the despatch of the Position statement and other documentation to the LGA Review Manager and (iii) organising all practical elements of the onsite phase of the Review.

The purpose of pre-onsite work is to prepare for an effective and Strategic Review. We are keen to avoid unnecessary burdens on councils and try to keep information requests to a minimum. However, our experience with Peer Reviews shows that a degree of pre-onsite analysis is required for the Review team to be fully geared up and prepared on Day One. Similarly, feedback from councils shows that encouraging them to reflect on the effectiveness of their practice before the Strategic Review helps them to define a clear focus for the onsite work which ultimately provides them with a more tangible outcome from the process.

Preparatory work involves the following:

i. Position Statement

Councils are required to prepare a short Position Statement outlining how they are performing against the main themes of the Review (as identified through the scoping phase which includes agreement of any areas of specific focus required). Whilst the format or style of Position Statements is not prescribed, some key headings or

examples can be provided if required. The council being reviewed is encouraged to utilise this as an opportunity to assess itself and 'tell its story'. It does this by identifying the areas of strength and areas for consideration reflecting the emphasis it wishes the Review to have.

To provide the greatest benefit for the council and the Review team Position Statements will usefully summarise:

- The key drivers, issues, challenges, context and current thinking behind the areas of focus and
- Some clear indication as to what a successful outcome from the Review would be for the council. This is an opportunity for the council to give a clear steer on the focus the authority wants from the team.

This document effectively serves as 'scene setter' and provides the terms of reference for the Review. It is the key document the Review team will utilise in steering them towards the areas the council wishes them to focus on.

ii. Background information

We ask the council to provide us with a number of documents, many of which are likely to be in the public domain already. Key documents are likely to include:

- The council's Corporate, Directorate and Service/Team plans
- The council's Asset Management Plan
- Service Staffing structures for directorate and departments
- Directorate Workforce composition details
- Sickness absence data from the directorate
- Budgetary and Financial information
- The authority's planned works programme
- Benchmarking information
- Performance Information
- Customer Service Outcomes and
- NHT and APSE documents and results

There may be other documents the council being reviewed identifies as key and these should be made available to the team.

iii. Timetable of activities for the peer team

The team is onsite at a council for a period of three days. Ahead of the team arriving onsite a full schedule/timetable of meetings will be required. The timetable should include meetings and discussion sessions during Days 1 and 2 of the Review with a range of officers, members and other stakeholders who enable the Review team to explore and deliver against the scope.

It would also be helpful for the job titles and roles of individuals participating in the one to one meetings or focus groups to be made available to the team. This will ensure that the team is able to prepare for their discussions with a clearer

understanding of who they are meeting. This in turn gives the individuals put forward by the commissioning council the best opportunity to contribute fully to the Review.

The Review team holds meetings running in parallel streams on each day which should allow for 20-30 meetings over the period of the Strategic Review. There can, on occasion (and depending on the size of the peer team) be up to three of such streams.

The third day of the review is set aside for the team to prepare its presentation to the council so we request that councils receiving the review avoid scheduling any meetings on that day if at all possible.

Below are suggestions as to whom the peer team need to meet with whilst onsite. Please be aware that this list is neither a prescriptive nor exhaustive as there may be other relevant individuals who are not listed:

One to one discussions:

- Leader or Elected Mayor
- Portfolio Holder or Lead Member with responsibility for Highways
- Chief Executive (CE)
- Executive and Assistant Directors with responsibility for Highways
- Other council Directors and Assistant Directors (who may not be directly involved in delivering the Highways function but are relevant to the review). These can be met either individually or as a focus group.
- Chair and Vice-Chair of appropriate Scrutiny committee(s) responsible for Highways
- Leader(s) of the Opposition
- Relevant Heads of Service from within the council's Highways Directorate
- Lead Officers from contractor/external provider organisations
- Officers in the council with responsibility for managing relevant IT systems
- Officers in the council with the responsibility for internal and external communications

Focus Groups:

- Focus group of non-executive councillors. (In two tier authorities it will be important for such groups to have district council representatives)
- External stakeholders (e.g. user groups, businesses, parish councils, voluntary and community sector representatives etc.)
- Team managers (e.g. Highways Team Managers and Customer Service managers)
- Frontline Highways staff (e.g. Local Highways Area teams)
- Frontline Customers Services staff

9. Key components of the Strategic Review timetable

The onsite Review takes place over three consecutive days when the team is at the council.

The range of activities includes:

- Meetings with Focus groups,
- One to one meetings with officers,
- Meetings with elected members,
- Meetings with partners and stakeholders.

(Observations of meetings and site visits can be included. However in order to deploy the two days of 'talk time' most effectively, the commissioning authority is encouraged to assure itself that these activities will add clear and significant value).

The timetable can include workshops on a specific area of focus the council wishes the peer challenge to explore. To support the team in delivering the best possible outcome for the receiving authority the following requests are made:

- As a general rule one-to-one discussions should be scheduled for 1 hour and focus groups for 1.5 hours.
- The morning of day 3 of the timetable should be kept free of meetings if possible to enable time for the peer team to prepare its feedback to the authority
- Given the distance that some peers will need to travel, we suggest a finish time of no later than 3.30pm on the final day.

The timetable is designed to reflect the focus of the Strategic Review and local context/arrangements. However, there are two sessions which are common to all Strategic Reviews:

- A **'setting the scene' meeting** in the morning of the first day of the peer challenge. This provides an opportunity for the peer challenge team to meet with key officers and elected members and to receive an introductory presentation about the council and its delivery of the Highways maintenance function. This would usually also reflect the council's view of its key opportunities and challenges as well as successes. The team uses this session to re-state the focus for the peer challenge and to establish common ground in what a good outcome of the process will be. It is also an important part in 'starting the process together' and to build relationships and trust between the council and the peer challenge team.
- **Informal feedback** to the sponsor at the end of Days 1 and 2. This is critical to ensuring a 'no surprises' approach to the team providing feedback to the authority. It also allows the Review team to provide continuous feedback throughout the peer challenge process.

- The **feedback session** on the last day of the peer challenge. In addition to informal feedback at the end of each day, the peer challenge team provides two types of feedback on the last day:
 - An informal 'dry run' of the formal feedback to the sponsor and any other relevant individuals. This allows a check on any sensitive issues and ensuring that language is used appropriately.
 - An formal roundtable feedback discussion on the final day on site at the council involving an audience of the council's choosing. The team shares its views and offers advice on the main focus of the challenge and key strategic and leadership issues. This session also starts the conversation about the content of and, approach to, the Action planning Day.

A sample timetable template is attached at **Appendix 2** and indicates 2 confirmed work streams. However councils can add a third work stream if necessary. Aside from allowing for the team to speak to as many people as possible, this third stream also allows for any additional meetings or telephone calls to be arranged. Usually the size of the team can accommodate this number of meetings.

Wherever possible councils are asked to allow the time for peers to take a break from meetings. This is particularly helpful for the team members to discuss their thoughts with each other and check that as a collective they are getting an accurate picture of the council being reviewed.

10. Action Planning Day

The Strategic Review includes an offer of follow-up support. This will involve all of the team engaging in an Action Planning Day with the council. Ideally tis will take place no later than 8 weeks after the Strategic Review. The main elements of this day are:

The days are designed to be a facilitated action planning session which takes forward the messages from the review. This can focus on specific themes or areas and involving the peers in a facilitative capacity as appropriate.

The LGA Strategic Review Manager will work with the authority to shape the day in order to gain the maximum impact from the peer team's input to the day. As an overriding principle (and based on the experience of previous Reviews) these days work best when they are led and 'owned' by the council itself.

The intelligence gained is fed back into HMEP and the LGA to inform the planning of future support. It also contributes to the sector's knowledge base which supports the principle of sector-led improvement.

11. The Strategic Review Peer Team

Composition

The peer team typically comprises includes five individuals (including the Review Manager) and reflects the focus of the Strategic Review. The Review Manager discusses the composition of the challenge team with the council. All peers are approved by the council.

The core team normally consists of:

- A Lead Peer (usually an Executive/ Strategic Director or Assistant Director level officer)
- An elected member
- Two officers with relevant operational management skills and experience
- An LGA Review manager.

Roles and responsibilities

The role of peers is to:

- Undertake pre-reading in advance of the Review
- Attend and participate in an initial peer team meeting. This will be held at the team's hotel the evening before the first day on site at the council
- Facilitate interviews and discussion whilst onsite at the council and to gather information via these,
- Record and share key findings with other members of the Review team
- Draw on their relevant skills, knowledge and experience
- Analyse key messages throughout the process based on triangulation of information from the various sources available to the team
- Work with others in the Review team to develop and deliver a feedback presentation
- Participate in the evaluation of the Review
- Undertake additional or specialist roles on the Review team.
- Attend and support the facilitation of the Action Planning day

The role of the LGA Peer Review Manager is to:

- Manage the overall Strategic Review process and act as the first point of contact for the council
- Work with the council to identify peers and compose the Review team
- Work with the council to scope and design the Review process including a set up meeting and advice/guidance on developing the timetable and position statement
- During the onsite process, be a full part of the team and also act as facilitator and adviser to guide the rest of the team through the onsite process
- Facilitate and support the preparation of the feedback presentation, including working with the team to determine points of judgement in the process
- Liaise with the client to agree follow-up support.

Peer team requirements during the onsite period

We ask the council to provide for the peer team requirements during the onsite period. These include:

Base room:

The peer team will require a room at the authority to use as a base for the time they are on site. The room will be for the sole use of the team members. Ideally it needs to be private (and preferably lockable). Meetings, workshops and focus groups should be held elsewhere. You may also need to arrange security passes and car parking.

The room will need to be equipped with the following:

- A telephone
- A computer with access to the Internet and Intranet and a projector
- Access to a high speed, good quality black and white printer
- One flipchart with marker pens and replacement paper
- Large Post it notes
- Blu tack/White tack
- A central meeting table big enough for the peer team of 4/5 people
- Access to a photocopier

Catering:

It is important that catering arrangements are planned in conjunction with the timetable for the week and in consultation with the review manager. Tea, coffee, water, fruit juice, fruit, biscuits and other light snacks should be provided in the room or nearby and be accessible at any time throughout the day and evening. The team will also need to be provided with a light, buffet-style lunch each day, in the team base room. This is to reflect the fact that different members of the team will, on occasion, take breaks at different times or need to work together over lunch in the privacy of their base room.

The Review Manager discusses these arrangements in detail with the council's Review Coordinator.

Appendix 1: Headline questions for the HMEP Strategic Review

The Strategic Review focuses on a set of headline questions and more detailed prompts. These frame the preliminary review of materials, the interviews, and the workshops that make up a Strategic Review. They are discussed and tailored in the context of each council.

1. Context

1. What is the strategic vision for the Highways Service? What are the outcomes the vision seeks to deliver?
2. How clearly aligned is this to the corporate vision for the council?
3. How does the vision for highways contribute to the overall vision for the council?
4. How aligned is the local transport policy to national policy?
5. How clear is the service about who its various stakeholders are?
6. How does the service ensure that its delivery is reflecting the expectations of its stakeholders? What opportunities do stakeholders have in shaping the service?
7. How effectively does the service communicate with its various stakeholders (both internal and external?)
8. How clear is the service about delivering the best outcomes for its communities and various stakeholders in line with the legal and financial constraints all services face?

2. Planning

1. How well does the policy framework for the Highways Service demonstrate its commitment to achieving community and stakeholder outcomes?
2. How clear is the strategy for Highways? How strong is the link between the strategy and clear outcomes for the local area?
3. How clearly are the objectives of the service contributing to the achievement of an overall vision?
4. What evidence is there of a long term, sustainable approach to managing highways in order to deliver the best outcomes for the area?
5. How well do service levels, targets and other measures reflect demand?
6. How does data use (in terms of what is required, collected, reported and managed) impact on what the service delivers (and how it is delivered)?
7. What is the Service's approach to life cycle planning? How is this reflected in the investment strategy? What is the impact on assessing what good performance looks like?
8. How are Highways works programmes developed? How well do annual programmes, forward programmes and scheme identification work together in producing coherent and appropriate works programmes?

3. Enablers

1. How effective is the council's political and managerial leadership in delivering an effective Highways Service? How high a priority for the council is its Highways Service?

2. How well resourced is the service and what is the approach to ensuring the service is fit for purpose?
3. How does the Service empower its staff to deliver?
4. How is innovation embraced by the Service?
5. How well is the service identifying, evaluating and managing risk in its asset management and maintenance work?
6. What asset management systems does the council utilise and why?
7. How appropriate are these asset management systems in delivering the service's requirement for functionality, management, cost and effective procurement practice?
8. What is the service's approach to monitoring and managing its performance?
9. What service standards are being work towards and how have these been decided?
10. How clear is the service on what good performance looks like? How is this informing performance reviews and what is the service's approach to benchmarking?
11. What is the service's approach to continuously improving delivery? How effective is this?
12. What gap analysis has the service undertaken in developing its implementation plans? How dynamic a process is this and does it allow the service to respond appropriately to change (e.g. in available resources, shifting corporate priorities etc.)?

4. Delivery

- How well does the Service utilise outcome focussed and programme management approaches in its delivery?
- How well does the Service's approach to procurement align with the outcomes it is working towards?
- How clearly do all the processes supporting delivery contribute to an effective service? How does the service rationalise its processes to ensure they are appropriate?

Appendix 2: Sample timetable

Day 1

<i>Time</i>	<i>Work stream 1</i>	<i>Work stream 2</i>	<i>Additional / Notes (e.g. meetings that are happening that peer team may want to observe)</i>
8.30 am – 10.00am	Strategic Review Team arrives at the Council. Welcome and cover 'housekeeping' and issue security passes. Team set up base room and prepare.		
10.00 am – 11.00am	Scene setting session and initial dialogue with Leader, Portfolio Holder, Chief Executive, Sponsor (and other individuals as deemed appropriate by receiving council). This meeting is to check expectations and share initial perceptions		
11.00 am – 12.00pm	Chief Executive (Chief Exec's Office)	Leader of the council (Leader's office)	
12.00pm – 1.00pm	Peer Team Session over lunch		
1.00 pm – 2.00pm			
2.00 pm – 3.00pm			
3.00 pm – 4.00 pm			
4.00 pm - 4.30pm	Break		
5.00 pm – 5.30 pm	Peer Team meeting and/or informal catch up with Sponsor		

Day 2

<i>Time</i>	<i>Work stream 1</i>	<i>Work stream 2</i>	<i>Additional / Notes (e.g. meetings that are happening that peer team may want to observe)</i>
8.30 am – 9.00am	Peer Team meeting		
9.00am -10.30am			
10.30 am – 11.30am			
11.30 am – 12.30pm			
12.30pm – 1.30pm	Peer Team Session over lunch		
1.30 pm – 2.30pm			
2.30 pm – 4.00pm			
3.00 pm – 4.00 pm			
4.00pm – 5.00pm			
5.00 pm- 5.30 pm	Break		
5.30 pm – 6.00 pm	Peer Team meeting and/or informal catch up with Project Sponsor		

Day 3

<i>Time</i>	<i>Work stream 1</i>	<i>Work stream 2</i>	<i>Additional / Notes (e.g. meetings that are happening that peer team may want to observe)</i>
8.30 am – 12.30pm	Peer Team to prepare feedback		
12.30pm – 1.30pm	Informal catch up with Leader, Portfolio Holder, Chief Executive, Sponsor		
1.30pm – 2.00pm	Peer Team Session over lunch		
2.00 – 3.00pm	Feedback session		
3.30pm	Peer Team depart		

